

Implementing A Commercial Off-The-Shelf (COTS) Tax System



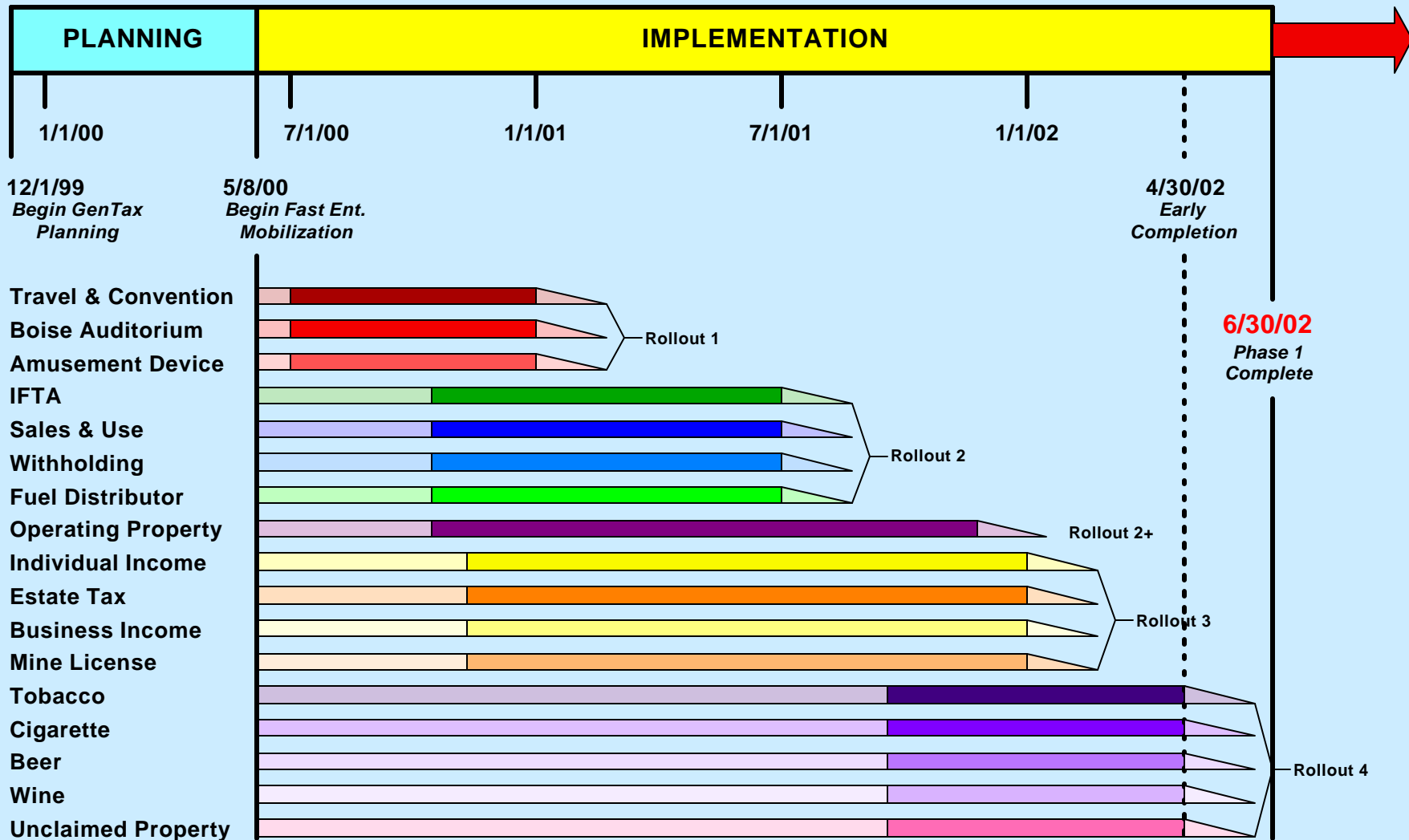
*The CATS Project
Idaho State Tax Commission*



Project Facts

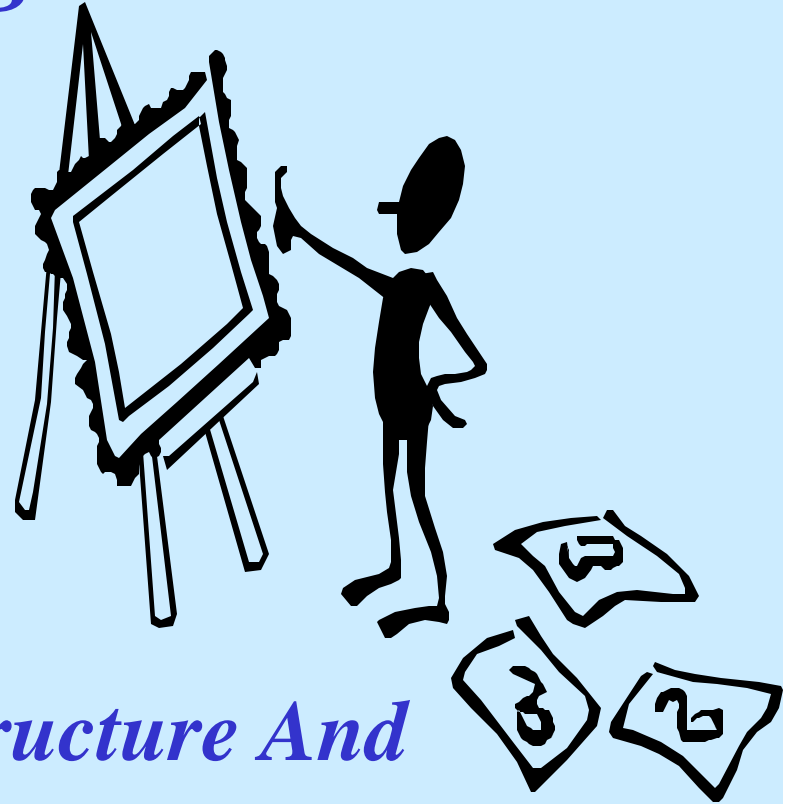
- *The CATS Project*
 - *Replaced Legacy System*
 - *Converted All Taxes*
 - *Timeline – Phased Implementation*

IDAHO STATE TAX COMMISSION CATS PROJECT TIMELINE (REVISION 2)



Why COTS – Strategic Decision

- *A Tale Of Two Models*
- *Reduced Risk*
- *Accelerated Timeframe*
- *Lower Cost*
- *Long-Term Viability*
- *Leverage Existing Infrastructure And Software Investments*



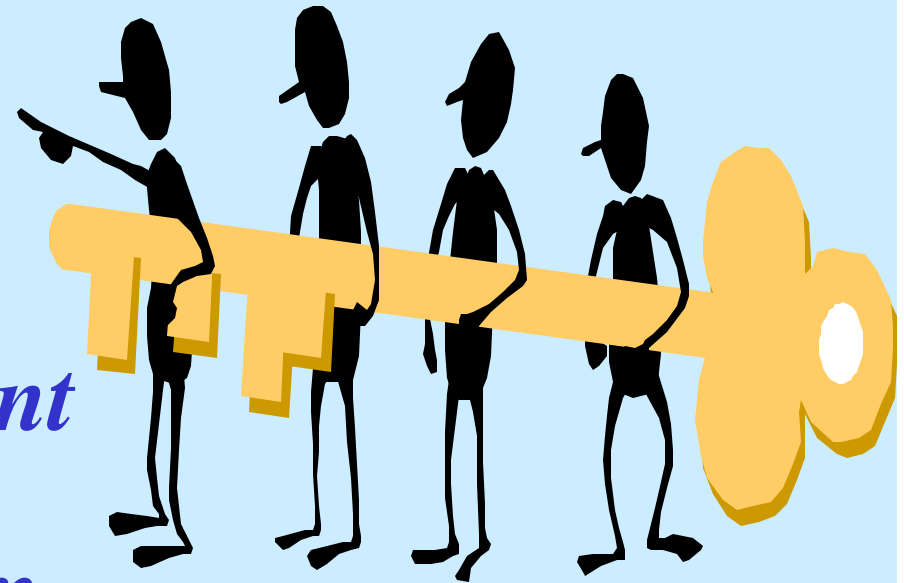
Why Cots – Tactical Reasons

- *Rapid Deployment*
- *Make Changes “On The Fly”*
- *Focus Efforts On Business Rules,
Not Infrastructure*



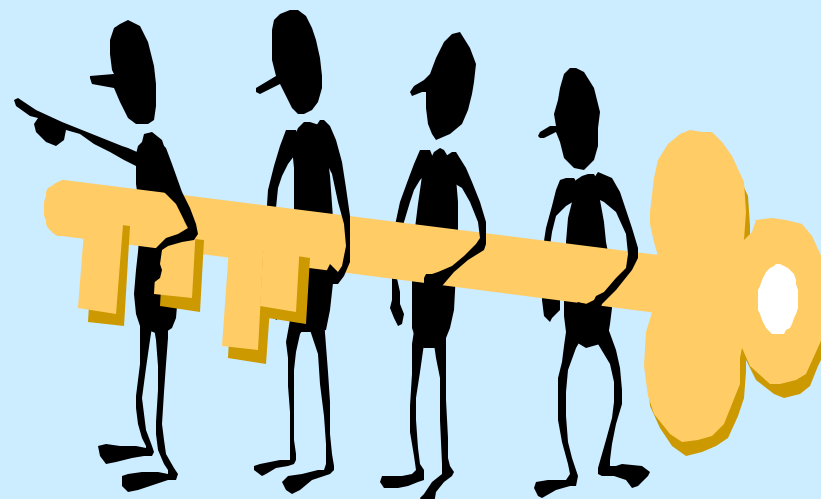
Success Factors

- *Project Planning*
- *Project Management*
- *Project Team*
- *Executive Support*



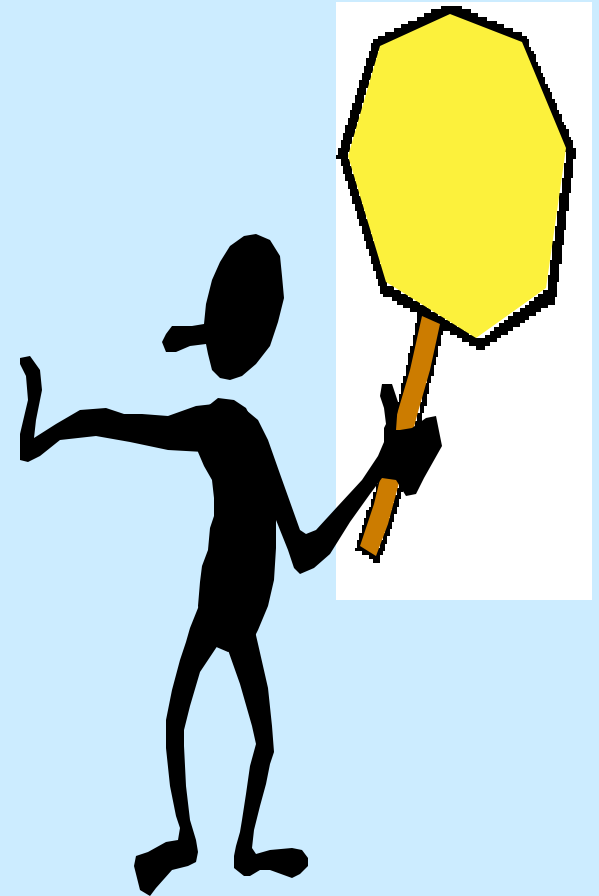
Success Factors - Continued

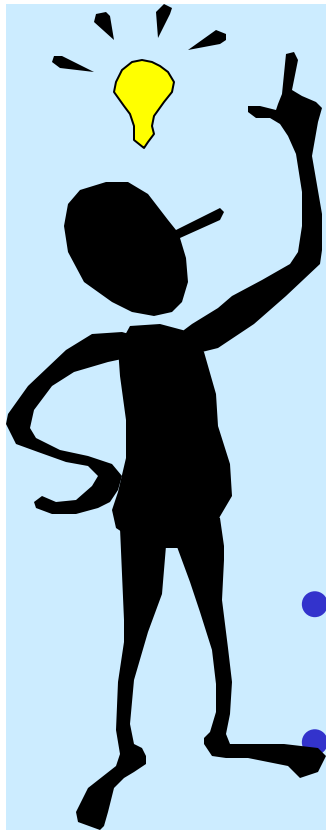
- *Staff Participation*
- *Accelerated Decision Making*
- *Adherence To Scope*



Project Challenges

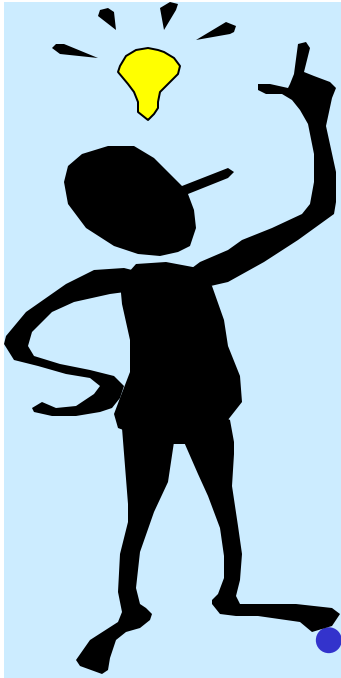
- *Less Control Over Situation*
- *BPR “On-The-Fly”*
- *Change Management*





Recommendations - Strategic

- *Get Total Organization Commitment*
- *Save Some Budget For “Additions” (Scope)*
- *Emphasis On Project Management And Planning*



Recommendations - Tactical

- *Anticipate And Prepare For Business Process Issues*
- *Plan For Change Management*
- *Anticipate Project Highs And Lows*